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It gives me great pleasure to write an introduction to our third PRME report. We became PRME signatories in 2008, and were one of the first 100 business schools globally to do so. We have come a long way since, and have established ourselves as a reputed business school both locally and globally. We are now the only business school in Australia to be nominated as a PRME champion institution.

Over the years, education has evolved, and we have evolved our degrees to fit current trends and requirements. Sustainability and value form a core part of La Trobe University’s strategic plan, “Future Ready”. In line with this, we have restructured our degrees to provide students with a well-rounded perspective of real-world issues. We have also focussed on incorporating experiential learning into our subjects, as well as opportunities for work integrated learning, both concepts that help provide students with a more hands-on, practical education. We are currently in the late stages of AACSB accreditation. Our degrees are also individually accredited by professional bodies that are a benchmark for quality in their respective fields.

The Business School has established a new campus in the Melbourne CBD which serves as a centre for learning and engagement. The campus was purpose built to accommodate our postgraduate MBA and Management students, and to extend our service provision beyond Melbourne’s north. The campus also serves as a centre for engagement, and has hosted several events to engage with industry and the local community.

The Business School is also a major research hub, with a number of our colleagues publishing in reputed journals and undertaking funded projects. A lot of this research is done around pressing issues in the modern business world around topics such as corporate social responsibility, business ethics, sustainable accounting and responsible management. We are also actively involved with the local communities across all our
campuses through a variety of events. We actively engage with our alumni group and have an ever-growing alumni network.

We have been actively involved in furthering the PRME cause, and have benefitted through mutual learning from our PRME partners. We look forward to being an active participant in future PRME initiatives and events, and will aim for further incorporation of the PRME in our curriculum, teaching and research.

Best Wishes,

Professor Paul Mather
Head, La Trobe Business School
LA TROBE BUSINESS SCHOOL MISSION

Mission Statement

La Trobe Business School is committed to excellence in business education and research in order to make a difference to the communities we serve. We will achieve this through:

Innovation

We aim to be innovative in our approach to education in terms of curriculum design and delivery across our various campuses, supported by the appropriate use of technology. Our teaching will be based on research that focuses on current and emerging issues of local, national and international importance.

Engagement

We seek to engage with our various external stakeholders to enable our graduates to better contribute to their employers’ success and to the wider community; and to generate research that is both rigorous and relevant to the needs of organisations and society.

Responsibility

In our work, we will combine the need for sustainable economic value for organisations with a social and environmental responsibility that emphasises the importance of both individual and societal wellbeing.
The section below provides a brief summary of La Trobe University’s Future Ready Strategy. A detailed version of this document can be downloaded from the University’s website.¹

Introduction

“The true test of the university must be based on the achievement of its graduates at the height of their careers, when they have assumed the responsibilities of leadership in the solution of the wider and more far reaching problems of civilisation....The true measure of a university’s greatness is the total effect it has on human welfare and progress.”²

PROFESSOR DAVID MYERS
La Trobe University: Opening Ceremony and Inaugural Lectures, ‘A new University in a changing world.’ (1967)

Objectives 2013-2017

Excellence in key world issues

La Trobe will be a university known for its excellence, creativity and innovation in relation to the big issues of our time, and for its enthusiasm in providing the leadership needed to make a difference.

¹ http://www.latrobe.edu.au/about/vision/?src=sff, La Trobe University website, “Our Vision”, 30/04/14
Game changing partners

Our external partnerships will transform our capacity as a teaching and research university. We will be distinctive for the quality and depth of the external partnerships that enrich our work, transform our capacity, advance our partners’ objectives, and open up opportunities to solve the fundamental challenges of the day.

Sustainable and ethical

We will continually enhance our intellectual, physical and financial resources so that future generations of scholars and students can continue the advancement of knowledge for the public good.

Learning and Teaching

Distinctive Curriculum: The La Trobe Framework

Our students will be ‘work ready’, ‘world ready’ and ‘future ready’. We will re-emphasise the sense that La Trobe is the right choice of university for intelligent committed people who want to make a different to their world. Our graduates will be renowned for their employability, for their deep understanding of the most pressing challenges facing the global community, and for their ability to address those challenges intelligently and decisively. Our academic activities will increase the capabilities and choices of future generations and prepare them to be ethical global citizens. We will achieve this through a distinctive framework, which will emphasise the breadth of learning and systematic exposure to the major challenges students will face over the course of their lifetime.

La Trobe Essentials

These will be required features of all La Trobe coursework degrees, either embedded in the curriculum or as required subjects, that will ensure the La Trobe graduate is equipped with the skills and knowledge that can be applied in the workplaces of today and tomorrow. Through the La Trobe Essentials, our students will address major current social, economic, technological and political issues and be able to adapt and apply their
learning to the challenges of the future. These will build on and support existing graduate capabilities in Design for Learning.

**Diversity of our student body**

We have a proud tradition of enrolling and retaining students from low socio-economic status (SES) backgrounds. La Trobe is closely linked with the Koori populations in Melbourne and regional Victoria. The University will be a Victorian and national leader in the support of Koori education pathways and the Koori Academy of Excellence in Melbourne’s north. An Indigenous Participation Strategy will lead to new education facilities, academic leadership and educational support programs.

**Learning and Teaching Targets**

La Trobe’s aim is to:

- Increase the range of source countries of our total international students
- Increase the proportion of domestic undergraduate students from low socio-economic backgrounds
- Increase the proportion of Indigenous domestic undergraduate students
- Expand the number of La Trobe students who undertake an overseas student mobility program as part of their degree.

**Research objectives**

Research is important in developing our reputation as a university committed to solving global problems and improving the welfare of human societies. The key research objectives include:

- Addressing the real problems through the establishment and resourcing of Research focus areas (RFA’s)
- Address pressing national or global problems
- Attract or retain sustained, major international relationships
- Attract or retain game-changing external partners

The RFA’s are:
- Securing food, water and the environment
- Sport, exercise and rehabilitation
- Understanding disease
- Building healthy communities
- Population movement and human security

**Our campuses and communities**

La Trobe will become the university of Melbourne’s north. We will make ourselves central to the economic, environmental and social future of northern Melbourne, one of Melbourne’s fastest growing regions.

La Trobe University will capitalise on its assets to incubate innovative new businesses in Melbourne's north, including the strengthening of the Research and Development Park and the Northern Bioscience Precinct in a commercially, socially and environmentally conscious manner, and creating a redeveloped hospital site integrating commercial, academic and research activities.
Supporting Strategies

Successful implementation of this plan requires La Trobe to:

- Strengthen leadership and management skills across the university.
- Operate sustainably and ethically.
- Continually develop our intellectual, physical and financial resources so that future generations of scholars and students can continue the advancement of knowledge for the public good.
- In the broader community we will minimise any adverse impact on the environment, manage our resources effectively and efficiently, and actively promote social inclusion and cultural tolerance. The University’s response to climate change and to sustainability more broadly requires us to consider carefully our ethical choices and everyday practices.
PRME PRINCIPLE 1: PURPOSE

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

University Strategy

The University’s current strategy reflects a sustainability oriented approach. One of the key objectives is to be sustainable and ethical, and to continually enhance our intellectual, physical and financial resources so that future generations of scholars and students can continue the advancement of knowledge for the public good.

The University’s sustainability plan identifies key impact areas as sustainability management and governance, education and research for future generations, and social, environmental, economic and supply chain impacts. One of the key sustainability principles at the University is to integrate sustainability into curriculum, operations and research, and embed the sustainability into the culture and practices at the University.

The University’s strategic plan also identifies essentials that must be incorporated in all of our degrees. These are Global Citizenship, Innovation and Entrepreneurship, and Sustainability Thinking. In the course of their studies, all La Trobe students reflect on the opportunities and obligations of their citizenship in a global context. This entails an understanding of the broader global context, comprehension of diversity of values across the globe and the skills and the drive to interact effectively with a diverse range of people, communities and institutions on a global scale.

All students are also introduced to the concepts of innovation and entrepreneurship, where they understand change dynamics, generate and manage ideas, network and forge partnerships and eventually become capable of transferring their theoretical knowledge into the practical business world. Sustainability thinking is deeply embedded

into our degrees, and students reflect on the effect of choices on future generations, and the complex interaction among various systems that affect business.

In particular the La Trobe Business School is committed to developing the capabilities of students in the area of sustainability. This is reflected by the incorporation of sustainability and ethics in a number of the Business School’s subjects, especially at the postgraduate level. The Master of Business Administration, which is the flagship program of the Business School, is the best example of this commitment. The program incorporates subjects such as Values, Ethics and Diversity, Business in Society, and Responsible Leadership which aim to develop our MBA graduates not just into future leaders, but also into exponents of sustainable and ethical practices in business.

Through our subjects and degrees, we emphasise sustainability aspects of business. The Business School has sought to incorporate elements of sustainability and responsible leadership in its programs, both at undergraduate and postgraduate level.
PRME PRINCIPLE 2: VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

University Strategy

A key objective of the University’s strategic plan is to be known for its excellence in creativity and innovation in relation to the big issues of our time, and for its enthusiasm in providing leadership needed to make a difference. At La Trobe, we aim to deliver socially responsible inclusive and relevant teaching, learning and research, with social responsibility and environmental sustainability forming the core of our values. As the University’s strategic plan indicates, we aim for our students to be ‘work ready’, ‘world ready’ and ‘future ready’. Our aim is to have graduates who are known for their understanding of the most pressing global issues, and an ability to address these challenges intelligently and decisively.

The Business School’s mission emphasizes its commitment to excellence in business education with a focus on responsible management practice. Our degrees reflect this commitment, and include subjects focusing on business ethics, values, global perspective and responsible leadership. La Trobe University also recognizes academic integrity as an essential foundation on which such education can be built, and runs compulsory modules and programs to educate students on the same. Our degrees focus on student centred learning, and aim to provide experiential learning rather than just theoretical knowledge. In conjunction with this, the School has several opportunities for students to undertake practicums, study tours, research projects and participate in programs designed by the Work Integrated Learning team, where students are trained while on the job at a business rather than in a classroom. There are also exchange and study abroad programs which aim to broaden a student’s perspective at the global level, and expose them to different cultural nuances and sensitivities.
La Trobe Essentials form a key feature of all La Trobe coursework degrees, and ensure that students are taught the skills and knowledge that are required to view any business issue from a socially responsible viewpoint. All degrees at La Trobe emphasize thinking with a global perspective. In line with the University’s strategy, all Business School degrees emphasize the global perspective, and consist of subjects that focus on values and ethics as a key aspect of business.

A significant amount of research undertaken by academics from the Business School incorporates business sustainability, values and ethics in business, responsible management practices and business integrity. More specific examples of these research papers will be provided under Principle 4. The Business School has hosted a range of events and activities in the values, ethics and sustainability areas. More details on this can be found under Principle 6.
PRME PRINCIPLE 3: METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

University Strategy

The University’s strategic plan places great emphasis on having a distinct educational framework with a broad scope of learning, and a focus on real world issues. Sustainability, values, responsible leadership and a global view form the core of this framework, and are reflected in all our degrees. In line with this strategic plan, the Business School has introduced a number of new degrees, and also redesigned the structure and content of the older degrees.

The University also prides itself on catering to a diverse range of students, ensuring that students from all backgrounds have the same access to quality education. The Business School is part of a number of initiatives and programs that enable students from disadvantaged backgrounds to gain entry into our degrees and access education that enables them to independently analyze practical business issues and make intelligent, value based decisions in a business context. Our learning and teaching targets emphasize this strategy, and seek to attract a diverse range of students not just from local communities, but also globally.

The University and the Business School also run several programs and events, and provides awards, all of which encourage students to participate and have the opportunity to develop their leadership and management skills, as well as be involved with the community through both dialogue and actions. The University also supports various clubs and societies with student membership, a number of which aim to promote sustainability and responsible leadership through a variety of means.

The University also has campuses across regional Victoria, and has built meaningful partnerships with other universities, both in Australia and overseas. The Business School has been a key player in the delivery of quality education at these locations, the latest one being the new MBA degree in Hanoi.
The University creates an environment that promotes sustainability and responsible leadership through its infrastructure and planning. The University Sustainability Report has targeted goals for the University to achieve that ensure that sustainable practices and operations are being adopted all around the University (www.latrobe.edu.au/sustainability). In line with this strategy, the Business School has adopted sustainable practices, and encouraged staff to do the same.
ACHIEVEMENTS: PRINCIPLES 1, 2 AND 3

- The Business School prides itself on the content of its new MBA degree (introduced in 2012), which is designed to create modern and responsible business leaders who are able to develop and sustain competitive advantage for their organizations. The curriculum encompasses the UN-backed PRME and a comprehensive personal and professional skills development component. The core subjects of Business in Society, Values Ethics and Diversity and Responsible Leadership into the MBA reflect this commitment.*

- The Master of Management suite of programs was launched in 2012 with specializations in Human Resource Management and Entrepreneurship and Innovation. The Management suite has extensive content on sustainability, values, ethics and responsible leadership, in line with the PRME principles. *

- The Business School has introduced a specialist Master of Sport Management degree which extends the concepts of ethics, responsible management, community development and sustainable practice to the sporting world, and aims to create future leaders in sport who represent this message to the larger community.

- The above Masters programs are being run at a purpose built campus in the heart of the Melbourne CBD. This is part of our ongoing commitment to expanding our student base, as well as creating a learning environment which can be easily accessed by our city-based students who juggle work and study commitments.

- The Business School has collaborated with the Faculty of Science, Technology and Engineering to develop two cutting edge masters degrees in Engineering Management and Information Technology Management that combine Engineering and IT concepts with the fundamental PRME, sustainable value creation and responsible leadership.*

- New core subjects that emphasize the importance of values and value based decision making have been introduced into our undergraduate and postgraduate degrees. The core module at the postgraduate level is a good example of this strategy. Introduction of Sustainability and Value Creation as a
core concept in the postgraduate degrees through compulsory core subjects, namely Management and Marketing for Sustainable Value Creation (BUS5MMS) and Accounting and Finance for Sustainable Value Creation (BUA5AFS). Both these subjects are a common core across all Business School postgraduate degrees, and provide a good foundation on which students can build their education in the areas of sustainability and values.*

- The Business School offers a range of elective subjects where students are exposed to concepts such as sustainability, values, ethics and other key concepts outlined in the PRME. The Business School offers subjects such as Marketing for Sustainability, Tourism and the Environment, Business Ethics, Sustainable Community Events as electives (and cores in some specialist degrees) for students to choose as part of their undergraduate degree.

- Incorporation of responsible leadership, particularly in relation to professional bodies into a compulsory first year subject Accounting for Management Decision Making (ACC1AMD). The Department of Accounting has also incorporated responsible management issues into a third year elective, International Accounting (ACC3IAC). Strong numbers in this subject indicate that the material generates interest in the field of sustainability.

- The Business School degrees incorporate subjects focussed in interpersonal, cross-cultural and communication skills in a global context, as well as subjects that focus on responsible leadership and good management practices.

- The various rankings and accreditations achieved by our programs further validate the Business School’s commitment to incorporating PRME principles and concepts in our courses and subjects. Our MBA degree has been awarded the Beyond Grey Pinstripes recognition, which recognizes degrees based on social and environmental impact. *

- Our students are members of clubs such as the Australian Youth Climate Coalition, Equality, Sustainability and Peace and similar clubs that are sustainability oriented and focus on values and ethics. La Trobe University has 12 clubs across three major campuses focussing on the environment and sustainability. *

- The Business School places utmost importance on academic integrity, and has various measures in place to ensure that students are aware of its importance.
Every business school student at undergraduate and postgraduate level is required to undertake an online academic integrity module at the beginning of their degree. The School in conjunction with the Faculty also runs workshops and seminars on issues pertaining to plagiarism and integrity such as proper referencing techniques, best methods to research and correct writing style.

- The Business School has also actively participated in the CR3+ conferences and used their interaction with partners and peers to further align the School with the PRME principles.*

- Organisation of programs such as Infinity Leadership for students, which offers students an opportunity to put their leadership skills into practice through Action Projects. One of the Action Projects was to develop a communication plan to create awareness and change in behaviours regarding organic waste recycling in the university residential colleges.

- The Business School prides itself on the diversity in our student body. Our teaching and learning targets have been consistently met, and we have been able to recruit students from a range of source countries and varied socio-economic backgrounds.

- The Business School has taken steps to increase recycling, and reduce the use of paper in the School and associated departments. The School has also been an active participant in the E-waste and organic waste strategies initiated by the University’s Sustainability Plan.*

- La Trobe University is an accredited Fair Trade University. In 2013, the University increased student involvement in the work of the Fair Trade at La Trobe through two significant projects. As part of the La Trobe Award, we recruited volunteers to set up and manage a Fair Trade fortnight event in May 2013 and also created a GreenSteps project for Fair Trade.

- As a responsible organisation, La Trobe University aims to consider the social and environmental impact of its contractual obligations. All supplier contracts managed or supported by our central procurement team consider human rights policies and laws, with 23 out of the 35 suppliers also having been screened with environmental considerations as part of the process.

(* indicates achievement of goals previously listed in the 2011 report)
GOALS: PRINCIPLES 1, 2 AND 3

- The Business School is proposing to add a core subject specifically on sustainability into all of the postgraduate courses in order to adhere to the Essentials requirement of the university and the La Trobe Business School mission statement.
- Ongoing restructure of the Business School’s undergraduate degrees, and proposal to introduce core subjects with a Sustainability and Entrepreneurship focus.
- We also plan to introduce a specific degree in Corporate Governance to provide students with a broad management background and a focus on corporate governance, responsible management, sustainability and risk assessment.
- We plan to expand the Master of Management suite to incorporate specializations in event management, project management and recreation management.
- The Business School will continue facilitation of and active participation in symposiums, seminars and events that focus on sustainability, and to encourage students to engage with the community and apply their knowledge in a practical sense.
- A sustainability focussed approach will be taken with student assessments, with a proposed move towards complete online submission of assessments, as well as electronic feedback rather than the traditional paper-based marking system.
- Further incorporation of the La Trobe Essentials across all Business School degrees, with plans to introduce additional subjects into the common core at the undergraduate level. We currently have four subjects, and will be looking to increasing it to six subjects.
- In conjunction with the above goal, the Business School will also revise some of the current core subjects at the undergraduate level to embed PRME and have more practical problem-oriented assessment tasks.
- We will encourage student involvement in various projects and initiatives that have a sustainability and value creation focus. A few examples of this would be land and bio-diversity projects, water projects, and sustainable energy projects being organized by the University.

- Further sustained efforts by the University and the School will occur to increase energy efficiency, to promote efficient recycling and reduce our carbon footprint. The University’s sustainability report identifies some key targets and goals such as commitments to reducing Green House Gas (GHG) emissions by 30%, energy consumption by 30%, car usage for a single occupant by 30%, water usage by 10%, waste to landfill by 30%, paper usage by 30%, and to increase recycling by 30% by 2020. For further information visit www.latrobe.edu.au/sustainability.
PRME PRINCIPLE 4: RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

University Strategy

La Trobe University’s Future Ready strategy identifies research as a key focus area. To address the importance of the same, the strategy document identifies a few cross disciplinary RFAs as well as selected specific research disciplines. The University has made significant efforts to improve research infrastructure and aims to invest in research leadership, individual researchers and research teams.

As outlined in the Future Ready document, the five RFAs are:

- Securing food, water and the environment
- Sport, exercise and rehabilitation
- Understanding disease
- Building healthy communities
- Population movement and human security

These focus areas have a close alignment with the PRME principles. The University also aims to develop meaningful partnerships that enable researchers to broaden the scope of their research, and also open up more avenues for funding support.

The La Trobe Business School has always been a noted contributor in the area of research, as demonstrated by the research output in 2012-13. There is a core group of researchers engaging explicitly with issues around the creation of sustainable, social, environmental and economic value in diverse organisational contexts. Each of the four departments under the Business School has made significant research contributions in their respective disciplines. A detailed record of all the research undertaken over these two years is included at the end of this section.
ACHIEVEMENTS: PRINCIPLE 4

- The Business School has an impressive research output across a range of disciplines, with sustainability a unifying theme across the various research fields. In the 2012 Excellence in Research for Australia (ERA) assessment of research strengths across the sector, La Trobe University was rated at or above world standard in 38 specific disciplines. Disciplines within the La Trobe Business School whose research was rated at world standard were Accounting, Auditing and Accountability, Banking, Business Management, Finance and Investment, and Tourism.

- Key research specialisations in the School include Corporate Responsibility, Ethics, Human Rights, Public Sector Accountability and Management, Sustainability and Sustainable Marketing. Further, La Trobe University is one of the leading centres for Critical Management Studies (CMS) scholarship in the Asia-Pacific region. The La Trobe Business School is a key stakeholder in this area with two La Trobe Business School staff members currently appointed as Co-Chairs of the CMS Division at the Academy of Management. The Centre for Public Governance, Accountability and Performance is also located in the School.

- The Department of Accounting has been prominent in research and funded projects in the areas of accounting and sustainability, accountability and performance management, corporate accounting and management accounting. A paper on social and critical perspectives in accounting education won the British Accounting and Finance Association (BAFA) Prize for best paper in 2012.

- A specific curriculum design project was undertaken by our staff members to investigate ways in which UNPRME could be incorporated successfully into a capstone subject in our undergraduate business degrees.

- Business School academic staff members have completed several funded research projects across the Business School in areas such as Business Ethics, Corporate Finance, Corporate Social Responsibility, Critical Management Studies, Governance, and Social Accounting among others.
GOALS: PRINCIPLE 4

- The Business School will seek to further improve its research output and quality, and aim to have research across more business fields that measure against the Excellence of Research in Australia (ERA) and University Assessment of Research Quality (UARQ). This is in line with the University’s strategic plan.
- The Business School will aim to make a significant contribution to the University’s research targets of 6 new external research partnerships and increased research income.
- We will actively work towards improving our ranking and reputation in research, and align with the University’s goal of improving research ranking to the top 300 in the Ranking of World Universities.
RESEARCH SUMMARY 2012 - 2013


Marjoribanks, T & Farquharson, K 2012, Sport and Society in the Global Age, Palgrave Macmillan, Houndmills, UK.


**Business School staff Projects 2012-13**

**Dr Greg Dingle**, “How and why are organisations managing major Australian sports stadiums (MASS) impacted by, and responding to, climate change?”

**Dr Greg Dingle**, “How and why are local government and community organisations responsible for providing community sport impacted by, and responding to, climate change?”

**Dr D. Henry, with Dr. K. Ahmed**, “Does Accounting and Corporate Governance Quality Influence the International Cross-listing Decision?”

**Dr Kate Grosser and Prof Jeremy Moon (University of Nottingham)**, “Gendered organizations, CSR and Business Ethics.”
Dr Rosaria Burchielli, Dr Annie Delaney (Victoria University) and Ms Melba Marginson, Coordinator: Victorian Immigrant & Refugee Women’s Coalition (VIRWC), “Barriers to Refugee and Immigrant Women’s Employment.”

Dr Rosaria Burchielli, Dr Annie Delaney (Victoria University), Dr Nora Goren (Universidad Arturo Jauretche, Buenos Aires) and Ms Jane Tate (Coordinator: Homeworkers WorldWide, UK and FHWW), “Garment and Footwear Supply Chains in Argentina and India.”

Dr Young, Dr Ratten, Dr Boyce and Ms Nagpal, “Sustainable procurement in universities: evidence from Australia and the UK.” Funded by the Institute of Sustainability and Centre for Public Sector Governance, Accountability and Performance.

Dr Young, Professor Marjoribanks, Professor Geoffrey Durden, Dr Fiona Sutherland and Ms Nagpal, “Embedding CSR in strategy and organisational practices in order to manage social risk and bring about cultural change.” Funded by an external corporate partner.

Dr Young, Professor Durden and Professor Gates (Audencia Business School, France), “ESG Risk in Australia, UK and France.”

Dr Young and Dr Thyil (Swinburne University). “Corporate Governance Developments in Australian Sports Organisations.”

Dr Venkat Narayanan, “The role of management control systems in organisational change towards sustainability.”

Dr Venkat Narayanan, “Bringing the social into accounting: developing a sociologically informed accounting curriculum.”
PRME PRINCIPLE 5: PARTNERSHIP

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

University Strategy

One of the key areas of the University’s “Future Ready” Strategy is to build game changing partnerships to shape La Trobe as a premier teaching and research university. The strategy aims to maintain meaningful and significant partnerships with local TAFEs, other local and international educational institutions, business organizations and the general community amongst others to open up new opportunities for teaching and research. The University has set out specific goals and targets to be achieved under teaching, research, student enrichment and community engagement to ensure that these partnerships are forged and sustained.

In line with the University’s vision and strategy, The Business School has developed meaningful partnerships with several key businesses, corporate bodies and educational institutions.4 A number of our partners have representation on the School and Departmental advisory boards, where key decisions are made and strategies are discussed to ensure that the education we provide has a focus on sustainability, responsible leadership and ethical business practices. Similarly, our staff hold positions as members on various boards and panels at external organizations and have input in their strategic plan and development. Our degrees are accredited by various accreditation bodies who are a barometer of quality in their respective fields. The Business School has also developed partnerships with educational institutions both locally and internationally. The school has organized numerous events, conferences, seminars and other such events in collaboration with its partners to promote dialogue and community engagement. An events section at the end of this document provides a detailed list of the same.

4 http://www.latrobe.edu.au/business/about/services-to-business/industry-partners, La Trobe University website, Services to Business, Industry Partners, 28/04/14
**PRME PRINCIPLE 6: DIALOGUE**

*We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations, and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.*

**University Strategy**

The University has been committed to promote dialogue and community engagement, and has organized conferences, seminars, workshops and other such events that enable meaningful debate on current issues surrounding responsible management and sustainable business practices. The University’s strategy aims to position itself as the University for Melbourne’s northern region and to engage effectively with the surrounding community through education as well as through events and activities.

The Business School has played an active role in realizing this strategy by hosting events, seminars, conferences, lecture series and other engagement activities in 2012-13. A key area of focus for the Business School has been both the development of executive education and alumni engagement which not only brings back past students to be involved with the university, but also promotes active dialogue with the community and provides a platform for meaningful discussion with industry and practitioners. The School has also actively sought to engage with the local community in each of its regional campuses through open days, seminars and expos. A number of senior school staff travel extensively both locally and globally to engage with communities and promote our degrees.
ACHIEVEMENTS: PRINCIPLES 5 AND 6

- The Business School has actively participated in the CR3+ conferences held by its PRME partners in 2009 and 2011, and has been one of the most prominent signatories in Australia.

- The School has strong connections with the Australian Centre for Corporate Social Responsibility (ACCSR), and has hosted seminars and lecture series involving ACCSR members. Dr Leeora Black, founder and managing director of ACCSR is a current member of the Business School’s advisory board.

- The School and Department advisory boards have members from across a varied corporate spectrum to provide balanced viewpoints and a 360 degree perspective. We have members who hold senior executive positions in organizations such as PwC, Deloitte, Incitec Pivot and the Australian Football League as well as members from bodies such as ACCSR, Environmental Sustainability Victoria and Rural Finance.

- A strong partnership with Hanoi University has seen the La Trobe MBA being delivered outside Australia over the past few years. The new curriculum and alignment with PRME has seen an increase in student numbers in Hanoi.

- The Business School degrees at undergraduate and postgraduate levels are accredited by prominent accreditation bodies in Australia and around the world. The MBA program is a prime example, gaining The EFMD (European Foundation for Management Development) driven EPAS (EFMD Programme Accreditation System) accreditation\(^5\) which is an international benchmark for business and management programs.

- The MBA has also been the recipient of the “Beyond Grey Pinstripes” recognition\(^6\), which is awarded to programs based on their focus on environmental and social impact. This is a significant recognition as La Trobe is one of only 4 Australian MBA programs ranked in the top 100 around the world, and only 1 of 2 in Victoria.

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\(^5\) [http://www.efmd.org/accreditation-main/epas](http://www.efmd.org/accreditation-main/epas), EFMD website, EPAS information, 28/04/14

The Business School is a partner in the Global Responsible Leadership Initiative (GRLI), a body which is an active supporter of PRME. The Business School in collaboration with the GRLI seeks to promote globally responsible leadership through education and engagement.

The Business School continues to successfully deliver quality education through its partner institutions in Australia, William Blue College of Hospitality and ACN Sydney.

The Business School has hosted a number of Alumni engagement events in 2012-13 which have provided a platform for meaningful discussions. The events have had distinguished guests and keynote speakers, and have been well received and well attended by our alumni network.*

The Business School has actively promoted the Executive Education program, with a number of our lecture series and workshops closely aligned with the PRME. The program aims to connect with professionals and executives from various industry sectors and facilitate dialogue and debate around responsible management and sustainability topics.*

The Big Idea, which is a social enterprise planning competition run by the Big Issue, was offered by the Business School as an elective to students in the final year of their undergraduate studies. Students enrolled in the subject used their own ideas and research to turn a plan into action. The Business School's city campus hosted the event, which was well attended. The winners of the competition were La Trobe students who created a business plan to provide work for the unemployed and disadvantaged through an urban landscaping project.

The University has built partnerships with local schools and colleges such as Ivanhoe Grammar School, Parade College, Pascoe Vale Girls College and other such institutions. Students are provided access to classroom experience, practical learning and self-directed projects as part of our engagement strategy. The Business School plays an active role in engagement activities, and runs

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7 http://www.latrobe.edu.au/students/get-involved/the-big-idea/events, La Trobe University website, The Big Idea 2013, 22/04/14
workshops for year 9 and 10 students from local schools, focussed on accounting and business management. (*

(* indicates achievement of goals previously listed in the 2011 report)
GOALS: PRINCIPLES 5 AND 6

- Further development of strong partnerships in the regional campuses in alignment with the University’s strategic plan. The Faculty and the Business School will seek to gain at least one more partner per regional campus who contributes to placements, student recruitment or funding.
- The School will aim to make a significant contribution to the University’s target of establishing 6 new external research partnerships by 2017.
- The Business School will continue to engage with the CR3+ Network and host the CR3+ Conference in 2014 as part of its ongoing commitment to PRME.
- The Business School will aim to fulfil all the requirements in order to gain the AACSB accreditation in 2014-15.
- The Executive Education program will be marketed extensively, and the school aims to increase participant numbers as well as the number of sessions on offer significantly in 2014.
- Alumni engagement and events will be a focus area for the Business School in 2014-15, and there are plans to increase the number of events and participants and connect with a greater number of our alumni, in particular senior alumni.
- The School aims to commence the Business Game program which is open to year 10 students and is held during the school vacation week. Students will be presented with a business problem, will receive briefings and will work in teams to solve the problem. The School is in talks with the Institute of Chartered Accountants and Australian Institute of Management to bring them on board as partners.
EVENT SUMMARY 2012 – 2013

Public Lectures and Seminars

A conference on understanding the long term implications of the new Global Reporting Initiative’s G4 guidelines on the supply chain
Facilitators: La Trobe University in conjunction with ACCSR.

A discussion on the need for business schools to engage in systematic and critical discussion of the relationship between business and human rights
Facilitators: Alexandra Guáqueta and 2011 Australian of the Year, Simon McKeon.

Advancing sustainability in education and research, which brought together work from a range of disciplines
Facilitators: La Trobe Institute for Social and Environmental Sustainability.

Can we feed 9 billion in 2050?
Facilitators: Tim Costello, Dr Elizabeth Finkel, Dr Philip Keane and Professor Snow Barlow.

Geo-engineering the climate: The troubling rise of intervention as an alternate climate policy.
Facilitators: Big FAT Ideas.

Global Warming: Do the math.
Facilitators: Bill McKibbon, introduced by the Greens’ Federal Member for Melbourne, Adam Bandt MP.

Institutionalising corporate social responsibility
Facilitators: La Trobe University Business School with Professor Jeremy Moon.

Science and politics of climate change.
Facilitators: Ideas and Society Program, convened by Professor Robert Manne.
Socially Responsible Investment: Institution or Fad? Presented by Professor Jeremy Moon, Founding Director of the International Centre for Corporate Social Responsibility
Facilitator: La Trobe Business School.

Sustainable development: Beyond carbon, this included experts in sustainable development from industry and academia
Facilitators: La Trobe Institute for Social and Environmental Sustainability.

The Big Idea
Facilitators: La Trobe Business School in conjunction with the Big Issue.

The Hume Sustainability Living Fair In Wodonga, 2013
Sponsored by: La Trobe University, Hume Building Society and Albury City Council.

The media on climate change: a perfect storm of miscommunication
Facilitators: Big FAT Ideas.

The next generation of Global Reporting Initiative (GRI) reporting
Facilitators: The Business School in conjunction with Australian Centre for Corporate Social Responsibility (ACCSR).

Trade-offs between agriculture and the environment: how do we decide what to protect?
Facilitators: La Trobe Institute for Social and Environmental Sustainability.

2011 Sustainability Report Launch; Creating Futures
Officially launched by David Atkin with an introduction by Professor John Dewar, Vice-Chancellor of La Trobe University.

2013 Executive Education Master Class; Step Up: Career Management for Women
Facilitator: La Trobe Business School.
CONCLUSION

2012-13 has been a significant year for the La Trobe Business School, with several important changes being implemented. The introduction of a new MBA program closely aligned with the PRME is a clear indicator of our vision, as well as our commitment to promoting education around responsible leadership, sustainability and business ethics. The introduction of a city campus purpose built to cater to professionals around the CBD area of Melbourne was a key milestone for the Business School. The city campus not only functions as a learning centre, but also serves as a function venue that enables engagement with industry and community.

The Business School has taken steps to ensure that all its degrees are of the highest quality, and aims to equip students with the knowledge and ability to think independently and logically when tackling real-world issues. A number of our undergraduate and postgraduate degrees have undergone a review and restructure to incorporate more practical aspects of learning as well as content that aligns closely with the PRME. New subjects focussing on sustainability and value creation have been introduced as core to these degrees. Inclusion of a work integrated learning program as an option in our degrees enables students to interact with industry personnel and gain hands-on training on the job.

The Business School has been an active contributor to the University’s research goals. A number of our academics are involved in funded research projects. We aim to further increase its research output over the next couple of years, and make a significant contribution to the University’s research targets. Through community engagement and meaningful partnerships, we have provided a platform for meaningful dialogue and debate around key issues surrounding social responsibility and sustainability. We have also taken steps to ensure that we connect with our alumni community, and hold regular alumni events to engage them.

The next couple of years will see further changes in our existing degrees, and the addition of some exciting new ones which cater to a wider audience. The Business School will also seek to build and sustain more partnerships with the industry and community.
We aim to be a significant contributor in the implementation of the University’s strategic plan, while also fulfilling the goals we have set for ourselves in the next two years. The Business School is proud of its association with the PRME and its partners, and will continue our ongoing commitment through promoting the PRME across its work as a PRME champion.
ACKNOWLEDGEMENTS

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We are grateful to our PRME partners for their ongoing support and commitment to the PRME cause. The mutual learning and exchange of ideas has been extremely beneficial to us, and we hope it has been the same for you.

We would like to extend special thanks to the Head of School, Heads of Department, Program Directors and Course Coordinators from the La Trobe Business School who set aside some of their valuable time to provide vital information which is incorporated into our report. We would also like to thank all members from the Faculty of Business Economics and Law, La Trobe Business School and the wider La Trobe community who have been directly or indirectly involved in the creation and publication of this report.

Best Wishes,

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